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2-1

OTR BULLETIN

June-July 1966

GROUP 1
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION

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IN THIS ISSUE ....

OTR courses scheduled to begin in July, August, September, and October are listed on pages 7 through 10.

Supervisors will be interested in ways to reduce nervous tension; there are some suggestions in an article beginning on page 16.

Training efforts to respond to the demand for PPBS in civilian agencies of the government are sketched on pages 20 and 21.

Specific programs on which the Agency Training Selection Board must act are summarized starting on page 22.

The schedule of programs for Fiscal Year 1967 as released by the ADP Management Training Center of the Civil Service Commission is reproduced beginning on page 35.

Directories of Agency Training Officers and the Office of Training appear on pages 42, 43, and 44.

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BULLETIN BOARD

25X1A

TRAINING PERSONNEL

[redacted] has been named O/DCI Training Officer. Other recently assigned Training Officers and Training Assistants are:

25X1A

DDI

DDP

DDS

[redacted]

REVISED FORM 73 "REQUEST FOR INTERNAL TRAINING"

A revised Form 73, "Request for Internal Training," is now available in Agency supply rooms. Training Officers are requested to use this new form if possible. Most blocks on the form are self-explanatory. Noteworthy is the change in Item 4, where the original EOD is called for. This change was introduced because admission to many OTR courses depends on total length of service. Further, note that the instructor's copy must be an exact duplicate, also carrying the required signatures.

And, about Item 11 (formerly Item 8), OTR's instructors in operations courses particularly have felt handicapped by the paucity of information submitted here. OTR cannot provide appropriate training for students without at least a general picture of the experience of the applicant plus an accurate description of his current or projected assignment. This information is needed in order to gauge the scope and pace of instruction. Much valuable time is lost if instructors are obliged to wait until the first day of the course to obtain this information from the students themselves. All Training Officers are requested to see that adequate detail is provided in this block.

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LANGUAGE TESTS The following is the Language Training School's schedule of foreign language proficiency tests from 15 July through September 1966. Employees who have claimed (that is, submitted a self-evaluation) some degree of proficiency since 1957 are required to be tested by the end of 1966. Those who have been Agency tested will be retested at a later date. Registering for a test is done through Training Officers.

Chinese	Sep 15
Czech	Aug 16
Danish	Aug 23
French	Jul 19, 20, 21, 22
	Aug 2, 3, 4, 5, 16, 17, 18, 19, 30, 31
	Sep 1, 2, 13, 14, 15, 16, 27, 28, 29, 30
German	Jul 15, 20, 22, 27, 29
	Aug 3, 5, 10, 12, 17, 19, 24, 26, 31
	Sep 2, 7, 9, 14, 16, 21, 23, 28, 30
Greek	Jul 19; Sep 13
Italian	Jul 28; Aug 9, 23; Sep 8, 22
Japanese	Jul 26; Aug 18; Sep 20
Polish	Aug 2; Sep 6
Portuguese	Jul 26; Sep 6
Russian	Jul 19, 21, 28
	Aug 4, 9, 11, 16, 25, 30
	Sep 1, 8, 20, 22, 27, 29
Serbo-Croatian	Sep 15
Spanish	Jul 15, 26, 27, 28, 29
	Aug 9, 10, 11, 12, 23, 24, 25, 26
	Sep 6, 7, 8, 9. 20, 21, 22, 23

All other languages on request.

SENIOR OFFICERS COURSES The initial step has been taken in the comprehensive procedure for selecting Agency representatives to attend the 1967 - 68 session of Senior Officers courses. Memorandums have been sent by the Chairman, Training Selection Board, to all Deputy Directors requesting that nominations for the various programs, along with supporting documents, be submitted by 29 July 1966. The Training Selection Board will then review all nominations and nominees considered best qualified to represent the Agency will be recommended to the DDCI for final approval.

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CLERICAL TRAINING AND TESTING

OTR's refresher courses in typewriting and shorthand will be given:

8 August - 2 September
12 September - 7 October
17 October - (Thurs) 10 November
21 November - 16 December

Before employees take either typing or shorthand, or both, they are required to take the pretest given by the Clerical Training Faculty/Support School. The results are used by the instructor to determine the class assignment.

Submission to AIB/RS of a Form 73 for the Clerical Refresher course is all that is required to initiate testing. Training Officers are notified by the CTF of the time and place applicants are to report for tests.

For the above scheduled courses, pretests are scheduled as follows:

Typing: 3 August, 7 September, 12 October, 16 November

Shorthand: 4 August, 8 September, 13 October, 17 November

QUALIFICATION TESTS

OTR's Clerical Training Faculty administers the Agency's tests for qualifying clericals as stenographers and as typists. The time and place of testing are assigned when the Training Officer or Personnel Officer registers an employee. Registration is arranged directly with the CTF, extension [redacted] 25X1A

Tests will be given in:

Typing: 18 July, 1 August, 22 August, 6 September, 26 September, 10 October, 31 October, 14 November 5 December, 19 December

Shorthand: 19 July, 2 August, 23 August, 6 September, 27 September, 11 October, 1 November, 15 November, 6 December, 20 December

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MAINTENANCE OF AUDIO-VISUAL EQUIPMENT

It is the nature of projectors and tape recorders, the most frequently used audio-visual devices, that they have a strong attraction for dust and soil. The Audio Aids Section of the OTR Instructional Services Branch has special soft clothes and cleaning materials, plus the technical know-how, to maintain properly sensitive lens surfaces and delicate instrumentation. Instructors and Training Assistants are strongly urged to call the Audio Aids Section, extension [redacted] as soon as they have finished using a piece of equipment so that a technician can put it in the best possible condition for the next requirement. 25X1A

NATIONAL INTER-DEPARTMENTAL SEMINARS

The 27th session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 12 September - 7 October. The Agency's quota is eight. Attendance at NIS is a prerequisite to assignment of DDP officers to key positions in underdeveloped countries. Subsequent seminars will be held:

1966	21 November - 16 December
1967	23 January - 17 February
	13 March - 7 April
	1 - 26 May

NEW NON-AGENCY TRAINING REQUEST FORM

Form 136, "Request for Training at Non-CIA Facility," has been revised to meet the requirements of the integrated DDS system of re-programing all training beginning with Fiscal Year 1967. It is also compatible with procedures set forth by the Office of Planning, Programming, and Budgeting. Training Officers have been provided with copies of the new form and with instructions on filling them out. The forms are stocked in supply rooms and should be used immediately.

ADVANCED INTELLIGENCE COURSE

The Defense Intelligence School has announced that its 14-week Advanced Intelligence Course will be given from 12 September to 16 December 1966 and again from 27 February to 2 June 1967. The Training Selection Board requested that nominations for the first running be submitted by early July. The Training Selection Board must have nominations for the second running by late December. Training Officers will be advised of the final nomination date when it is established.

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COMPLETION OF NON-AGENCY TRAINING

Training Officers are reminded that the grade transcript, certificate of completion, and, when required, a Training Report should be sent to the Registrar, OTR, when an individual completes an Agency-sponsored course or program. R/TR sends these with a memorandum of completion of the course to the Office of Personnel for inclusion in the individual's official file. If an employee wishes to retain the original of a document for his personal file, a copy would be acceptable to R/TR. When a Training Report is required, a Form 1049, "Report of Training at Non-CIA Facility," is appropriate. (If an employee must prepare a reporting memorandum for his own office, a copy of this will suffice for R/TR.) Training Reports are not required for programs such as part-time academic courses or standard Department of Defense weapons programs in which the Agency participates regularly. However, employees are urged to submit reports on these programs if they believe that their comments will help OTR evaluate the usefulness of the course for other Agency personnel or if they wish to make recommendations or comments regarding cover or security considerations.

BROOKINGS COMPUTER CENTER

The Brookings Institution, with the aid of a grant from IBM, is establishing a computer center. The center will enable Brookings to apply more effective concepts and techniques in its own program of research and to undertake general investigations into the relationships between computer science and the social sciences, as well as to train social scientists in the latest applications of computer technology. Further information will be published when available.

STEVENS INSTITUTE FELLOWSHIPS

The Stevens Institute of Technology, Hoboken, New Jersey, has announced that a new grant enables it to expand its graduate fellowship program in its Electrical Engineering Department. Computer science projects for which fellowships are available are Computer Design, Large-scale Memory Design and Use, and Programing; projects in other areas are Control Theory & Engineering, Circuit & System Theory, Cyrogenics, Solid State Electronics, and Laser Technology. Deadline for Fall 1966 admission is 1 August. The Office of the Registrar, OTR, has some application forms.

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REFERENCES, PERIODICALS, RESEARCH REPORTS

The Registrar's Office is the recipient of a variety of publications in addition to college and university catalogs and course announcements by numerous professional organizations and institutions. Among recent acquisitions are:

"The Role of Packaging in the U. S. Economy"--a report to the American Foundation for Management Research.

"Measurement and Prediction of Cognitive Loadings in Corrective Maintenance Tasks: I. A Bayesian Approach"--Technical Report No. 46 of the Electronics Personnel Research Group, Department of Psychology, University of Southern California.

"Obtaining a Best-fitting Factor Structure"--a study supported by Office of Naval Research and Public Health Research grants at the University of Washington.

"The Psychology of Learning for Managers"--a study published by the American Foundation for Management Research.

These publications may be consulted in Room 832, Glebe, or they may be obtained on temporary loan by calling extension [redacted] 25X1A

CURRENT PRIVATE RESEARCH PAPERS

The Foreign Area Research Documentation Center, Bureau of Intelligence and Research (INR), Department of State, collects and disseminates university research center papers, manuscripts awaiting publication, unpublished papers prepared by private scholars, and similar materials in the field of foreign affairs. The Documentation Center distributes lists of new papers and presentations at important academic meetings. Interested officers may request documents and the lists through the CIA Library. Information may be obtained from [redacted] 25X1A

FOREIGN SERVICE INSTITUTE RELOCATION

The Department of State's Foreign Service Institute is moving to new quarters at 1400 Key Boulevard, Rosslyn. It hopes to have completed the move by 12 July.

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OTR CALENDAR

This listing of OTR courses is of necessity tentative. The schedules of some courses, notably Management and the Midcareer Executive Development courses, are not yet fixed. Changes and new listings will be announced in Special Bulletins or noted in subsequent issues of the OTR Bulletin. Pending the release of a six-month Schedule of Courses, it is suggested that these pages be retained for reference. They have been perforated for easy detachment.

JULY

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

CIA Review	(Tues) 12 Jul
Clerical Refresher	5 - 29 Jul
Intelligence Production (for CTs)	11 Jul - 9 Sep
Intelligence Techniques (for CTs)	25 Jul - 12 Aug
Introduction to Intelligence (for CTs)	11 - 22 Jul
Orientation for Overseas	5 - 6 Jul
Vietnam Seminar	11 - 15 Jul

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AUGUST						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

CIA Review	9 Aug
China Familiarization	8 - 12 Aug
Clerical Refresher	8 Aug - 2 Sep
Finance & Logistics: Small Stations	29 Aug - 16 Sep
International Communism (for CTs)	15 Aug - 9 Sep
Operations Support	1 - 26 Aug
Orientation for Overseas	2 - 3 Aug
Special Operations	1 Aug - 2 Dec
Vietnam Seminar	8 - 12 Aug

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SEPTEMBER

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Administrative Procedures		19 - 30 Sep
China Familiarization		12 - 16 Sep
CIA Review		13 Sep
CS Records I		12, 14, 16 Sep
CS Records II		19 - 23 Sep
CS Records III		27 - 28 Sep
Clandestine Services Review		27 Sep - 6 Oct
Clerical Refresher		12 Sep - 7 Oct
Communist Party Organization and Operations & Anticommunist Operations (combined)		19 Sep - 14 Oct
Counterintelligence Operations	(Tues)	6 - 23 Sep
Effective Speaking		7 Sep - 16 Nov
Information Reporting, Reports, and Requirements		12 - 30 Sep
Intelligence Research (Map & Photo Interpretation)		12 Sep - 14 Oct
Intelligence Research Techniques		12 Sep - 7 Oct
Introduction to Communism		26 Sep - 7 Oct
Introduction to Intelligence		12 - 23 Sep
Midcareer Executive Development		Mid-Sep
[redacted]	(Tues)	6 - 24 Sep
Operations Familiarization		12 Sep - 21 Oct
Orientation for Overseas	(Tues)	6 - 7 Sep
Vietnam Seminar		12 - 16 Sep
Writing Workshop (Basic)		13 Sep - 6 Oct
Writing Workshop (Advanced)		12 Sep - 5 Oct

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OCTOBER

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Basic Country Survey: USSR	17 - 28 Oct
CIA Review	11 Oct
CS Records I	10, 12, 14 Oct
CS Records II	17 - 21 Oct
Clandestine Scientific & Technical Operations	31 Oct - 18 Nov
Clerical Refresher	17 Oct - 11 Nov
Counterintelligence Familiarization	3 - 12 Oct
Covert Action Operations	3 - 21 Oct
Finance & Logistics: Small Stations	31 Oct - 18 Nov
Information Reporting, Reports, and Requirements	31 Oct - 18 Nov
Information Reports Familiarization	10 - 14 Oct 17 - 21 Oct
Intelligence Production (for CTs)	24 Oct - 23 Dec
Intelligence Review	24 Oct - 4 Nov
Intelligence Techniques (for CTs)	17 Oct - 4 Nov
Introduction to Intelligence (for CTs)	3 - 14 Oct
[redacted]	31 Oct - 23 Nov
Operations Support	3 - 28 Oct
Orientation for Overseas	4 - 5 Oct
Project USEFUL	24 - 28 Oct
Senior Management Seminar	late Oct
Support Services (for CTs)	24 Oct - 16 Dec

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (2 wks - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

Basic Country Survey: USSR (2 wks - all day)

For employees whose work requires a basic and comprehensive knowledge of the Soviet Union. A brief study of Tzarist Russia and developments since the Communist seizure of power.

Chiefs of Station Seminar (2 wks - all day)

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18.

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent organizational developments in the Agency. Includes the security reindoctrination lecture.

Clandestine Scientific and Technical Operations (3 wks - all day)

For middle-grade and senior officers of the CS and DDS&T. Covers collection responsibilities of the CS in S&T operations, fundamentals of guided missiles, biological and chemical warfare, and use of nuclear power. Field trips. Enrollment limited to 20.

Clandestine Services Review (8 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the DDP in detail. Enrollment limited to 40.

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Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records, to amend index and file elements and to desensitize documents or files. Enrollment limited to 20.

Clerical Refresher (4 wks - morning)

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

Communist Party and Anticommunist Operations (4 wks - part time)

For professional employees concerned with communist party matters. Deals with the organization and activities of communist parties and with the planning and implementation of operations carried out by the Agency or liaison services aimed at the penetration of these parties.

Counterintelligence Familiarization (8 days - all day)

For Agency employees. Covers terminology, authorities, missions and activities of CI; exploitation of CI records and reporting.

Counterintelligence Operations (3 wks - all day)

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

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Covert Action Operations (3 wks - part time)

For CS officers responsible for supporting and conducting CA operations at Headquarters or in the field. Provides a comprehensive orientation of current [redacted] operations with priority given to critical situations in specific nations. Enrollment limited to 20.

25X1A

Effective Speaking (6 wks - part time)

For professional personnel. Covers principles of speaking as they relate to oral presentation. Includes a lecture on selection and use of graphic aids.

Finance & Logistics: Small Stations (3 wks - all day)

For administrative assistants and support officers required to maintain budgetary, financial, and property records at a Class B or Type II Station. Emphasis is on all facets of financial responsibilities.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

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Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

Management (1 wk - all day)

For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

Managerial Grid Seminar (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have had the grid.

Midcareer Executive Development (6 wks - all day - 240 hrs)

25X1A

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.

[redacted]

Operations Familiarization (6 wks - all day)

25X1A

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.

[redacted]

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Operations Support (4 wks - all day)

For CS employees who support the CS at headquarters or in the field. Covers name checks, foreign travel, dispatch, pouch and cable procedures, and familiarization with tradecraft terminology. Instruction is directed to the activities in the field station.

Orientation for Overseas (2 days - all day)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Project USEFUL (1 wk - all day)

For U. S. military officers (field grade and above) and civilians in the military (GS 13 and above). Covers functions and capabilities of the Agency to support the military and the support the Agency requires of the military.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS 15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in Grades GS 5 through GS 10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

Vietnam Orientation Seminar (1 wk - all day)

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a goal to increasing capabilities for planning, supporting and conducting operations.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

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RELAX

and Live Longer

Are you a calm, cool and collected individual? Yet, do you leave your job in the evening completely exhausted? Do you have frequent digestive or other internal difficulties? If so, you may be unconsciously injuring yourself. One hundred years ago, infection was the prime killer of men, and the average life expectancy was about 35 years. With infectious disease controlled, today's average life expectancy is 67. The prime killers today are the end products of stress and tension. Eliminate tension and our life expectancy could well exceed 100 years. Tension is self-induced; therefore, it is unnecessary. Still, this unnecessary entity causes more ulcers, heart disease, arthritis, allergies and nervous disorders than all of the germs known to man. Any responsible, hard-working person sets high standards for himself and his work. Rightfully, he should. Many persons, however, do it with little talking, less laughing and no relaxation. Their life is often productive, but frequently too short.

CAUSES OF TENSION

Enumerated below are the four most common factors which most of us use to generate tension within ourselves.

1. Overreaction

Any person who reacts with lightning speed in ordinary situations or who turns his emotional volume up high in everyday encounters is an overreactor. As such, he generates enormous tension in himself and the persons around him. Although modern cameras have shutter speeds fast enough to stop a bullet in flight, such speed is hardly necessary for ordinary picture taking. Who would turn a stereo up full in a small room just because the equipment can reproduce the total volume of a full symphony orchestra? The price for overreacting is high in the excessive tension and fatigue it causes. This destructive process is easy to control by simply slowing the timing and turning down the volume.

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2. Emotional Involvement

Many persons generate tension through their reaction to "other people." The ability to feel FOR people is a sign of emotional maturity. To feel WITH them is not only immature; it helps neither party. It is often difficult to remember that the other fellow, like ourselves, is not always able to contain his feelings. To care about him, yet not share his mood swings, his depressions, his irritability and feelings of rage or resentment is quite important to our own well being. When we load small incidents with heavy emotional meaning, we tend to spring into action with every verbal challenge. By doing this, we not only create progressively unbearable tensions, but we develop troubled and stressful relationships with others. All this can be prevented by simply dealing objectively with other persons and avoiding emotional involvement.

3. The Need to Respond

Some situations require immediate decisions, but these are unusual. Despite the desire of others for an instantaneous answer, a smile and "I'll let you know later" will often suffice. When we spring into action every time someone says "move," we tend to resent the intrusion and question the wisdom of our reply. By doing this we lose the tranquility and liberation of spirit that come from having a freedom of choice. We should never forget that unexpressed opinions require no defense. It is easy to avoid this tension-producing pitfall if we learn to say "no," gently but firmly.

4. Captive Listening

Few situations are more conducive to tension than that of the trapped listener. This type of listening requires great concentration, generates considerable frustration, leaves both parties exhausted or infuriated, and usually accomplishes nothing. One's personal confidence and counsel, like one's intimate feelings, belong exclusively to those persons with whom he has close personal ties. We do not confide our own problems to everyone we meet, and we should demand the same consideration. Tension can be avoided in these situations by simply murmuring "Too bad, I hope it works out," then slipping off in the opposite direction. The most relaxed interpersonal relationships are those which are friendly but strictly impersonal.

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RELIEVING TENSION

Despite all of our efforts to avoid stress, tensions will still develop just by virtue of the facts that we are human and that we work in the modern world. When we feel ourselves tightening up, the following exercises will work wonders toward dissipating tension and leaving us relaxed and revitalized.

RULES FOR RELAXING TENSION

1. Change the pace.

Steady work for long periods causes mental and physical fatigue, and efficiency drops remarkably. How many times have we all groped for a name or an idea only to have it pop into our minds after we shifted to a different subject? An occasional shift in emphasis or topic can work wonders in relieving "brain fatigue" and its resultant tension.

2. Sit relaxed.

The most restful way to sit is with knees higher than hips, arms supported by the arms of the chair. This posture relieves strain on the lower back, rests the shoulders, and relaxes the upper back. Sitting on the edge of the chair not only causes back strain but keeps nerves edgy. Combining a "change of pace" with a change in posture is an excellent means for dissipating tension.

3. Shrug away tensions.

One can learn from professional athletes the trick of relaxing before going into action. When tension mounts, stop what you are doing, raise your shoulders as high as possible, then drop them limply. Take a deep breath and let it out while shrugging off the tightness in the neck and shoulder muscles. Bottled up tension often results in clenched teeth, set jaws, and tight facial muscles. Counteract this by silently whistling while you work, or taking a deep breath and keeping an imaginary feather in the air. These exercises should help one ease off without letting down on the job.

4. Relax while walking.

To do so, extend the whole leg from the hip rather than from the knee. The body should be held facing forward, not turned from side to side. This will not only bring about a tremendous amount of relaxation but will also improve one's entire carriage.

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5. Relax hands.

Frequent hand workouts will relieve general nervous tension and keep one's hands flexible. Everyone is constantly using his hands in a gripping motion and prolonged gripping leads to painful thumb and finger joints. Exercise the hands as follows: open and close the hands slowly to the fullest extent, bending the fingers backward as far as comfort permits. Massage each joint with the thumb and forefinger of the other hand. Most likely there will be a tender spot at the base of the thumb; if so, this is a good indication of generalized nervous tension. Hand exercises are an excellent means for dispelling this type of tension.

6. Acquire a hobby.

Lucky is the man with an avocation. He has two worlds to live in. When one becomes overwhelming, he simply escapes to the other. A hobby is an activity combining a sharp change in pace with the opportunity for complete absorption. There is no better way of dissipating the tensions built up during the work day than "getting lost" in a hobby after leaving the job.

--This article was produced by a member of the Medical Staff.

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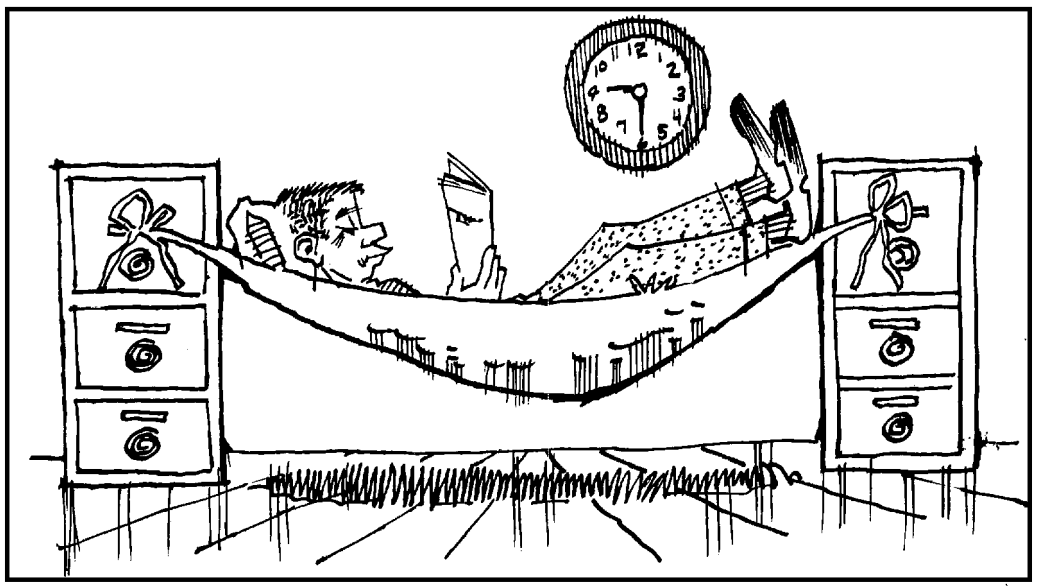

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P P B S

A New Training Demand

President Johnson, in a memorandum of 25 August 1965, directed officials of Federal Government departments and agencies to introduce the new Planning-Programing-Budgeting System--PPBS--in their organizations. The new PPBS is modeled on the one developed during the previous five years within the Department of Defense. Generally it is an attempt to refine program-oriented budgeting by correlating it with planning, both short-range and long-range. Specifically, it entails planning goals and objectives, developing complete programs which consider in all their ramifications alternative methods for achieving these goals and objectives, and then equating both the planning and programing with cost, or budgeting.

Intended end products of PPBS are: (1) a comprehensive multi-year "program and financial plan" systematically updated; and (2) analyses, including "program memoranda"--analytical documents explicitly defining objectives, needs, costs, and priorities--prepared annually and used in budget preview, periodic special studies, and other papers involved in the annual budget process. These products will at the same time enable each agency to make available to top management specific data relevant to broad decisions, to spell out concrete programs, to analyze systematically and present for review and decision alternative objectives and programs, to evaluate thoroughly and compare the benefits and costs of programs, to produce total as well as partial cost estimates, to provide continuing, year-round review and analysis.

To implement the PPBS, each agency must have a capability to carry on in-depth analysis, a planning and programing process which incorporates and uses an information system to present organized data, and a budgeting process which can be used to translate program decisions into refined budget proposals and decisions. These demands require people who are tough-minded and analytical, who have the desire and ability to question, to compare, to quantify, and, finally, to select the most beneficial programs.

The task of installing a Planning-Programing-Budgeting System in most Federal Agencies has led to a heavy demand for training. The requirement for this training has created a potential for uncoordinated

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and diverse efforts in this area, particularly with both government and nongovernment establishments hurrying to arrange facilities to satisfy this demand.

The Civil Service Commission, with the cooperation of the Bureau of the Budget and the Department of Defense, is now acting as a central agent for PPBS training for civilian agencies. Three types of training have been developed: a two-day orientation, a three-week seminar, and a nine-month graduate course for analysts.

There were five two-day orientations during the first half of 1966. Participants from CIA have observed that the orientation provides a valuable overview of PPBS in general, from the economic theory basis of the program budget concept to actual and potential applications of program budgeting in nondefense areas. The Civil Service Commission anticipates continuing these orientations as long as a need is indicated.

The three-week seminar has been run twice in the Washington area and is scheduled for seven more area sessions through June 1967, in addition to two sessions at the U. S. Navy Post Graduate School in Monterey and one at Harvard. The Washington area seminars are a joint venture of the Civil Service Commission and the University of Maryland, utilizing also specialists from the Bureau of the Budget and other consultants. Following a week of exposure to the underlying philosophy of PPBS, participants are given a fairly detailed look at the more significant concepts of economic analysis and computational processes. The final week employs a case study workshop method to examine quantitative problem-solving approaches to management.

The nine-month educational program arranged with such universities as Harvard, Chicago, Stanford, Carnegie Tech, and Maryland is intended to equip able Federal employees with analytical techniques to be employed in executing PPBS operations within agencies. Selected employees are expected to be trained to provide agencies with a nucleus of personnel trained in depth to perform key PPBS functions.

CIA is participating in all three Civil Service Commission projects, already having established lists of individuals for training and their priority. These, of course, are being constantly reevaluated. At the same time, the Office of Training, in coordination with other components, is in the process of developing an internal capability for training in PPBS, with particular emphasis on its application to the needs of the Agency.

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TRAINING SELECTION BOARD

OUTLINE OF PROGRAMS

The courses and programs on which the Training Selection Board takes action have recently been reviewed and the list revised. The current list was published in the May 1966 OTR Bulletin. Nominations for these courses and programs are made through the Deputy Director to the Training Selection Board which makes its selection on the basis of comparative qualifications, including the nominees' apparent ability to represent the Agency.

Specific schedules are announced in the OTR Bulletin as they become known and Training Officers are advised of Training Selection Board nomination deadlines. A brief sketch of each of these programs follows. Consult your Training Officer for further details.

Advanced Intelligence Course. Given by the Defense Intelligence School, Washington, D. C., twice a year, this fourteen-week course is to enhance the preparation of military officers and civilian personnel for important command, staff, and policy-making positions in the national intelligence structure. The graduate-level instruction is designed to equip participants to manage or direct intelligence staffs, offices, and activities on the departmental, national, and unified levels; to develop and coordinate intelligence plans, policies, and programs with departments and independent agencies of the U. S. Government; to participate on interagency or joint allied intelligence committees and working groups.

CIA is usually allocated three places in each course. Nominees must have considerable intelligence experience and broad training, including a bachelor's degree and selected intelligence courses, and be in grade GS-14 or above. No age limitation is imposed.

Advanced Management Program, Harvard University. This program generally is intended to develop a general management viewpoint in which the organization is seen as an entity. It aims to increase skills in planning the strategy in formulating policy for and in organizing domestic and worldwide organizations. Specific goals are to enable the participant to gain an understanding of the processes of management; to develop increased competence in the area of corporate long-range planning and

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in business policy formulations in a world setting; to gain understanding of the role of the top administrator in managing his organization, appraising executive performance, providing leadership for his organization, and dealing with external groups; and to gain understanding of the role of business in society, its responsibilities, and its relationships with employees, stockholders, Government agencies, and the community.

The Advanced Management Program is given twice a year, beginning in February and in August, and runs for thirteen weeks. CIA normally places one student in each running. He must be in grade GS-15 or above and between the ages of thirty-seven and fifty-five.

Air Command and Staff College. An intermediate professional service school at Maxwell Air Force Base, Montgomery, Alabama, the ACSC is organized to prepare officers for command and key staff assignments. Its ten-month course is divided into three broad areas of study: military management, international relations, and military employment. Specific objectives of the course are to improve managerial skills and cultivate professional attitudes and habits; to increase understanding of man, his environment, and his institutions and instruments--political, economic, psychosocial, and military--as he uses them to achieve national goals; to expand knowledge of military forces and their capabilities and alternative strategies, and improve ability in employment of military forces of the student's own service; and to develop an imaginative attitude toward the future of the nation and of the Air Force.

The Agency has been invited to send one employee to the course. Nominees must be in grade GS-13 or GS-14 and no more than thirty-seven years of age.

Air War College. This senior school at Maxwell Air Force Base, Montgomery, Alabama, provides a ten-month course designed to keep Air Force officers and civilian officials abreast of the major problems of national and international relations, military strategy, joint, combined, and specified commands, national strategy, modern weapons systems, science and technology, and logistics. Participants are expected to gain a more complete understanding of international relations, the nature of conflict, the essential elements of strategy, sound employment doctrine, and staff responsibilities; to further develop an appreciation of current problems of national defense; and to develop a comprehensive understanding of the capabilities and limitations of all warfare systems in support of national policy.

CIA's representatives are to be in grades GS-14 or above and between the ages of thirty-five and forty-four. The Agency currently has a quota of three.

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Armed Forces Staff College. The mission of the Armed Forces Staff College, Norfolk, Virginia, is to provide education for combined staff planning and operations and an understanding of the political-military problems met at every level of staff and command. Specific objectives are to promote teamwork among the Services; to prepare officers in the organization, planning, and conduct of joint and combined operations; to prepare officers for duty in the higher echelons of the armed forces; to promote the development of understanding between higher echelons of the Armed Forces and those other agencies of the government which contribute to national security; and to provide an appreciation of the related aspects of national and international security.

This five-month course is conducted twice a year, beginning in February and in August. CIA has a quota of four. Nominees must be between the ages of thirty and forty-five and in grade GS-13 or higher.

Army War College. The mission of this school, located at Carlisle Barracks, Pennsylvania, is "to prepare senior officers for command and high-level staff duties, with emphasis on Army doctrine and operations, and to advance interdepartmental and interservice understanding." The College's annual course, at the postgraduate level, is developed around the following studies: the World Environment and International Relations; the United States and the North Atlantic Community; the Communist Powers; the Developing Areas; Management of United States Military Power; Strategic Military Concepts and Capabilities; Science, Technology, and Future Military Power; and United States National Strategy and a Supporting Military Program.

The Agency has a quota of one representative each year. The nominee must be between thirty-five and forty-five years of age and in grade GS-14 or higher. It is recommended that he have at least five years of Agency experience, and it is to his advantage that he be able to communicate effectively both orally and in writing.

Career Education Awards. The Career Education Awards program of the National Institute of Public Affairs (NIPA) affords a year of graduate-level university study to civil service careerists at midcareer level. The program is intended to encourage early identification and rapid development of able young administrators in government, and supplement governmental "training programs" with "education" directed toward acquisition of a better understanding of social, economic, and political problems confronting officials in public service. Eight universities--Chicago, Cornell, Harvard, Indiana, Princeton, Stanford, Virginia, and Washington--participate in the program.

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Candidates must be career officers, hold a bachelor's degree, and meet the admission requirements of the institutions which they will attend. They should be between twenty-eight and thirty-five years of age, have at least five years of civilian government service, and be in grades GS-12 through GS-14. Two agency employees have been award winners each of the past two years.

Conferences for Federal Executives on Business Operations. The Brookings Institution, as part of its Advanced Study Program, conducts conferences for senior government executives to strengthen their understanding of business activities, problems, and policy issues. Participants visit selected corporations, meet informally with top business officials, and take part in off-the-record seminars to discuss major issues facing business.

Conducted twice a year, these two-week conferences are held in various cities, each conference group visiting two or more localities. Officials at the GS-17 and GS-18 level who would profit from personal contact with leading business executives should be nominated. CIA usually sends one representative to each conference.

Defense Systems Analysis Program. This program is conducted by the Institute of Defense Analysis in cooperation with the University of Maryland. It is a new program planned primarily to equip Department of Defense personnel to become systems analysts or to apply analytical methods in major planning processes. Its objective is to develop an understanding of the concept of approaching military problems from an economic, analytical frame of reference which can produce alternative courses of action for planning purposes. Mathematical economics is associated with politics and government as well as with military science to develop an understanding of the role, the basic techniques, and the limitations of systems analysis.

The Agency's quota is three for the 1966-67 session. A nominee must have a bachelor's degree, and a reasonably strong educational foundation in both economics and mathematics is helpful, though not essential. He must be between thirty and forty and in grade GS-12 or higher.

Educational Program for Federal Officials at Midcareer. (Woodrow Wilson Fellowships) The Woodrow Wilson School of Public and International Affairs of Princeton University invites some twenty officials in top positions in federal service, or who are expected to reach such posts, to come as fellows, for an academic year of studies

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planned to meet individualized interests or needs. There is no counting of credits or semester hours. The fellow may participate in graduate seminars offered by the various departments of the University or the Woodrow Wilson School, in policy conferences with visiting officials and scholars, and in a research project on a problem of public moment. The ultimate design is to assist the fellow to enhance his contribution to Federal service.

Nominees should have demonstrated their career potential and must be eager to broaden their outlook beyond that of their particular specialty or agency. Generally, the age of the nominee should be between thirty and forty-one; his grade, GS-14 or above.

Executive Seminar Centers. The Civil Service Commission administers two Executive Seminar Centers located at Kings Point, New York, and Berkeley, California. The centers offer ten two-week seminars on problems, policies, and goals of the federal government in formulation and administration of public policy, the national economy, social programs and economic opportunities, international affairs, national security, technological development.

The Agency is a regular participant in the Executive Seminar Program which is primarily for persons in grades GS-14 and GS-15, but persons at higher levels are eligible. There is no fixed age limit. (This program was described in detail in the May issue of the OTR Bulletin.

Federal Executive Fellowships, The Brookings Institution. Ten fellowships are awarded each year to Federal executives to afford them an opportunity for independent study and research on problems in their areas of responsibility. Each participant must complete a project which requires six to twelve months of research and which results in a useful report, article, monograph, or book. The fellowships ordinarily begin in January or July. The Agency is invited to make two nominations, employees at the GS-12 level or above and who have at least ten years' service.

Fellowship in Congressional Operations. The Civil Service Commission, in cooperation with the American Political Science Association, conducts a fellowship program whereby career administrators may become acquainted with Congressional operations. Fellows attend an intensive orientation program on the legislative branch and then are given full-time work assignments in the offices of Congressmen and Senators and with staff members of Congressional committees. They also

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participate in weekly meetings with leading congressional, governmental, and academic personalities.

Career employees, thirty to forty years of age and in grades GS-12 to GS-16, are eligible for nomination. They should be in managerial or executive positions, having demonstrated a high level of competence in present and past assignments.

Foreign Affairs Program Management Seminar. The Foreign Service Institute of the Department of State presents this course to enable officers in executive positions to correlate their own specialties with overseas operations and elements of the American scene related to overseas operations. The course shows how policies and programs are developed and managed; it includes the roles and techniques of agencies where interests range from policy direction to political, information, economic, military, and scientific programs. It treats management from the Washington and field view, including the country-team role and the need to meld all programs if U. S. policy is to be successful. The course runs sixteen weeks and culminates in student panel presentations of specific program management proposals.

CIA nominees for this program should be in grade GS-13 or GS-14.

General Administrative Conferences, The Brookings Institution. The Institution arranges two-week conferences of top-level officials to bring to their attention relevant knowledge that may assist them in formulating policy and policy recommendations. The program is designed to develop approaches and attitudes leading to more effective administrative decisions and actions, broaden understanding of departmental and overall aspects of government policy-making and administration, and enlarge knowledge of the relationships between government and society and the impact of governmental action on the nation's social and economic development.

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Held three times a year at Williamsburg, Virginia, these conferences normally have at least one representative from the Agency. Nominees must be in grade GS-15 or above. There is no age limit.

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given to participate in small research groups which produce written papers on specific economic, political, or social problems.

CIA may send one representative who must be an experienced employee in grade GS-15 or above.

Industrial College of the Armed Forces. The ten-month resident course at the Industrial College of the Armed Forces at Fort McNair is designed to deal with the economic and industrial aspects of national security under all conditions and in the context of both national and world affairs. Interrelated military, logistical, administrative, scientific, technological, political, and social factors affecting national security are studied.

CIA has a quota of three for each course. Experienced officers thirty-five to forty-five years of age in grade GS-14 or above may be nominated.

Management Development Program for Federal Executives. The Graduate School of the Department of Agriculture conducts a management program for officials in positions of executive responsibility or whose anticipated assignments involve management responsibility. The program is designed to help the official examine the managerial aspects of his job, formulate for himself a framework of managerial theory, explore ways to improve managerial practice in the day-to-day work situation, strengthen his problem-solving and team-action skills, and formulate a continuing and systematic program of self-development in management.

The course is developed in three phases: a two-day diagnostic and planning meeting in Washington; an intensive nine-day workshop at Williamsburg, Virginia; and a final two-day follow-up session in Washington. The course is run through its three phases three times a year. CIA's nominees are generally in grade GS-14 or GS-15.

Middle Management Institute. This institute, conducted by the Civil Service Commission, is directed to the manager's need for a broad perspective and his requirement to be currently informed on new developments affecting his type of work. An attempt is made to survey recent trends and developments in management, including the concept of planning and budgeting, and to impart a sense of perspective about the total scheme of government.

The Agency has had up to twelve employees attend this institute, which is run twice a year. Individuals in grades GS-11 to GS-14 who are being considered for management positions may be nominated.

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National War College. The nine-month course of the National War College, Fort McNair, provides a study of those agencies of government and those military, economic, scientific, political, psychological, and social factors of power or potential power which are essential parts of national security. It is aimed at preparing officers for the exercise of high-level policy, command, and staff functions, and for planning of national strategy.

The Agency has a quota of four. Candidates must be thirty-five to forty-five years of age and in grade GS-14 or above.

Naval War College. The nine-month course on naval warfare given at the U. S. Naval War College, Newport, Rhode Island, is intended to further an understanding of the fundamentals of warfare, international relations, and interservice operations. Emphasis is on the integrated employment of all the elements of naval power, including weapon systems and logistics, in the accomplishment of the Navy's mission, and the best employment of sea and naval power in the furtherance of national objectives.

Nominees should be thirty-five to forty-five years of age and must be in grade GS-14 or above.

Program for Management Development, Harvard University. This program is intended for younger men currently filling responsible management positions at the operating level, and who demonstrate outstanding performance in a functional specialty. The sixteen-week course covers skills, techniques, processes, and concepts of modern management; it is devised to enable middle-managers to appreciate the critical interrelationships of the component parts of any enterprise.

The Agency normally selects one representative for each of the two annual courses. Nominees should be between twenty-eight and thirty-seven years of age and in grades GS-12 to GS-14.

Science Conferences, The Brookings Institution. These conferences are for administrators and scientific officials and are given for one week at Williamsburg, Virginia. They are designed to promote a fuller comprehension of the role of the scientist in governmental and administrative processes. Programs feature such subjects as science and social changes, science and democratic government, science and creativity, the role of government in research and development, and science and ethics.

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These gatherings are convened three times a year. CIA usually sends two representatives. Nominees should be in grade GS-15 or above.

Senior Seminar in Foreign Policy. This is the highest-level full-time training program in the field of foreign affairs given by the Department of State's Foreign Service Institute. The aim of this course is to provide the framework for a free and vigorous inquiry into the complexities of foreign affairs and to stimulate officers expected to fill important foreign policy-making positions in the direction of creative thought and judgment.

CIA has a quota of two in this ten-month course. Nominees must be university graduates between forty and forty-nine years of age, GS-15 or higher, and have at least ten years' experience in the Federal Government.

Summer Institute for Federal Executives, University of Wisconsin. Each summer the Center for Advanced Study in Organization Science at the University of Wisconsin presents an accelerated program of study predicated on the presumption that the federal executive welcomes an opportunity for objective, critical study of the administrative process and the executive's role. The institute attempts to relate modern organizational theory and research to practical problems of administrators through a series of interrelated two-week seminars which may be taken separately or as a block of instruction for four or six weeks.

CIA sends several representatives, usually in grades GS-13 to GS-15, from among experienced employees.

Systems Analysis Program. The Bureau of the Budget has arranged nine-month educational programs at leading universities to equip federal employees with analytical techniques to be employed in executing planning-programing-budgeting systems. Courses include intensive work in economic analysis, operations research, quantitative methods, systems analysis, as well as the application of these techniques to emerging issues of public policy and management.

CIA has two participants in the program. Personnel in or eventually expected to serve on PPBS staffs and in key positions where appreciation of PPBS concepts would be valuable are nominated. Criteria for selecting candidates include evidence of high intellectual and analytical capability, personal interest and a desire to use economic and analytical concepts for improving decision-making, demonstrated academic ability--a B+ average in previous academic work--and possession of at least a bachelor's degree. Nominees are in grade GS-11 or above.

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Are Computers a Threat?

The magnitude of the application of computers stimulates the imagination when one reads the prospectus of such a gathering as the International Seminar on Computers in Design and Communication held recently by the University of Waterloo in Ontario, Canada. The revolution which computers have accomplished in communications and information storage and retrieval is already being accepted, but it is still startling to read of computers being ever more successfully applied to problem analysis, decision making, and the amplification of human thinking power in general.

"For the designer," we read, "one of the most fascinating aspects of these systems is the capacity to accept visual input and produce visual output in the form of designs, diagrams, and movies. Since 'visual language' is in many instances the preferred mode of communication for the designer, he can now extend his creative powers to a new order of magnitude."

The practical aspects of these considerations become apparent when the seminar speakers' topics are reviewed: "A symbiotic relationship between a man and a large general-purpose digital computer in which the man and the computer use forms of communication natural to man: graphical, symbolic, and verbal"; techniques developed in three-dimensional movies which can be used also "for scientific displays (including rotating four-dimensional hyper-objects and simulation of the motion of the basilar membrane in the ear)" and in the arts of kinetic sculpture and ballet; "films will demonstrate mathematical models of physical systems in pictorial form;" "the implications of computer animation for the film media."

The seminar speakers, too, reflect the diverse fields in which computer application is established or is being strongly considered: a researcher on computers and architecture; a former aircraft design engineer who devised methods for airplane fuselage lofting by computer; a researcher in the field of hydrodynamics; an art direc-

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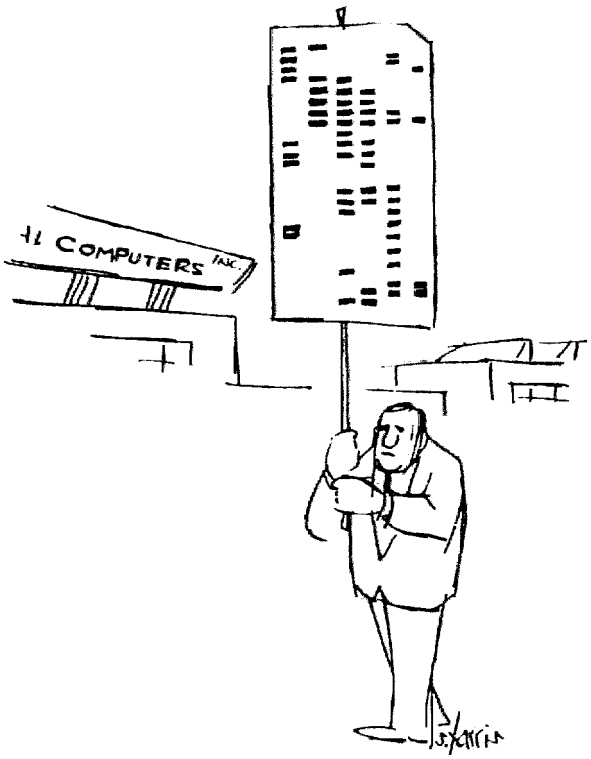
tor working in the area of computer-aided magazine formating who also developed computer production of true perspective drawings; a highway and transportation engineer currently working on pedestrian traffic flow in business districts and buildings; a researcher in experimental language programing and computer language for animated movies; an electrical engineer working in the fields of artificial intelligence, robotics, and pattern recognition; an electrical engineer working in computer graphics and pitch detection of human speech.

The compilers of the prospectus quite appropriately raise the questions: "Is the computer truly a tool or a competitor? How eminent are the critical developments?"



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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants the form is sent first to DDP/OPSER/CCS.

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Self-sponsorship:

According to [redacted] para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [redacted]. For information on registration, call ETB/RS/TR, extension [redacted]

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE ORIENTATION IN PLANNING-PROGRAMING-BUDGETING

1966: 21 - 22 July; 18 - 19 August;
13 - 14 October; 15 - 16 December

1967: 15 - 16 February

1900 E Street, N. W., Washington, D. C.

Conducted in association with the Bureau of the Budget, this two-day institute is intended to provide: (1) an understanding of what a planning-programing-budgeting system is; (2) an awareness of the economic principles underlying PPBS; (3) a general knowledge of methods and techniques used and what can be accomplished with them; (4) an understanding of what the President and the Bureau of the Budget want to see achieved through the use of this system; and (5) some insight into results achieved to date in using this system in non-Defense agencies. For executives at grades GS-14 and above, though GS-12 and GS-13 employees urgently needing to know this material may be admitted. Cost: $15.

PLANNING, PROGRAMING, BUDGETING SEMINAR

A three-week residential course, this program is designed to provide the participant with a grasp of the underlying economic base of PPBS, a working knowledge of the structure and functioning of PPBS, and an introduction to quantitative approaches to management planning and control. There are precourse reading requirements and there are evening sessions. This course is intended for those directly involved in the PPBS operation--programmers and budget people--as well as for line managers at middle and upper levels who will use the system as an aid to decision-making. It will not prepare individuals to perform economic or quantitative analysis, and no economics or mathematics background is required for successful participation.

Tentative schedule:

In cooperation with the University of Maryland. Cost: $300.

1966:	18 July - 5 August	Gaithersburg, Maryland
	12 - 30 September	College Park, Maryland
	17 October - 4 November	College Park, Maryland

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1967:	9 - 27 January	College Park, Maryland
	20 March - 7 April	College Park, Maryland
	1 - 19 May	College Park, Maryland
	12 - 20 June	College Park, Maryland

In cooperation with the U. S. Naval Postgraduate School
Cost: Approximately $300.

1966:	14 August - 2 September	Monterey, California
	11 - 30 September	Monterey, California

In cooperation with Harvard University. Cost: Approximately $400.

1966:	31 July - 19 August	Cambridge, Massachusetts

MIDDLE MANAGEMENT INSTITUTE
17 - 21 October 1966
10 - 14 April 1967

A survey of recent trends and developments in management. For middle managers at grades GS-11 to GS-14. (This is a Training Selection Board program; additional information is on page 28.)
Cost: $50.

EXECUTIVE LEADERSHIP INSTITUTE

The Civil Service Commission has discontinued its Executive Leadership Institute, a program listed among those on which the Training Selection Board must act. Please delete this reference from such listings.

ADP MANAGEMENT TRAINING CENTER

To meet the increased need for ADP training in the Federal Government, the Civil Service Commission has established an ADP Management Training Center in Washington. Initially the Center will provide short-term training programs for management and in career skills in the field. A schedule of courses for the 1967 fiscal year follows:

I. Training in ADP for Management

Executive Seminar in ADP	Sep 8-9; Jan 19-20
Executive Workshop in ADP Programming	Oct 10-14; Mar 6-10
Executive Workshop in ADP Systems Analysis	Nov 30-Dec 2; Apr 26-28

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ADP Orientation	Sep 19-23; May 8-12
ADP Orientation for Management Interns	Mar 13-17
Introduction to ADP in Financial Management	Jan 5-6
Advanced Seminar in ADP & Financial Management	Mar 28-31
Introduction to ADP in Personnel Management	Oct 3-4
Advanced Seminar in ADP & Personnel Management	Dec 19-22
Introduction to ADP in Supply Management	Jan 16-17
Advanced Seminar in ADP & Supply Management	Apr 17-20
Introduction to ADP in Technical Information Systems	Sep 29-30; Feb 27-28
Advanced Seminar in ADP & Technical Information Systems	Jan 9-12; June 12-15
Implications of ADP for Training Directors	Aug 24-26
Survey of Scientific & Technical Applications of ADP	June 5-9

II. Training in ADP Career Skills

ADP Systems Analysis Seminar	Sep 28-Nov 22 Feb 1-Mar 22
Field Work Program in ADP Systems Analysis	Nov 30-Jan 25 Apr 5-May 24
Systems Analysis for Computer Programmers	Oct 24-28; Jan 23-27
Advanced Systems Technology for ADP Systems Analysts	Dec 5-9; Apr 3-7
Seminar in ADP Management & Administration	Dec 12-14; May 1-3

III. Training in ADP-Related Management Sciences

Senior Seminar in the Management Sciences	Apr 10-14
Executive Seminar in Operations Research	Sep 12-13; Feb 2-3
Executive Seminar in Management Information Theory	Sep 26-27 Jan 30-31
Executive Seminar in Management Reporting Systems	Nov 3-4; Mar 2-3
Executive Seminar in Interagency Management Information Systems	Dec 15-16 Apr 20-21
Executive Seminar in Statistical Science for Management	Nov 9-10 May 15-16

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Seminar in Behavioral Science Research for Management	Mar 20-22
Operations Research Orientation	Oct 17-21
Techniques and Methods of Operations Research	Nov 16-18; Feb 13-15
Management Sciences Orientation	Feb 6-10

OTHER EXTERNAL TRAINING NOTES

USDA GRADUATE SCHOOL SPECIAL PROGRAMS

The Special Programs Department of the U. S. Department of Agriculture Graduate School offers a series of seminars and courses which may be of interest to Agency employees. Enrollment through ETB must be undertaken at least six weeks prior to the listed dates of the offerings. The schedule of selected programs for the Fall 1966-Spring 1967 season is:

MANAGEMENT DEVELOPMENT PROGRAM FOR FEDERAL EXECUTIVES

This program is designed especially for officials in positions of managerial responsibility. Participants plan their own workshop program by exploring managerial aspects of their own jobs and formulating a managerial theory in this context. Generally for persons at the GS-14 level and above, GS-13 managers are considered. The program is conducted in three phases over a period of several months: a two-day diagnostic and planning meeting in Washington; a nine-day workshop at Williamsburg, Virginia; and a final two-day follow-up evaluation session in Washington. (This is a Training Selection Board program; an additional descriptive account appears on page 28.) Cost: $475.

Three programs have been announced:

	29th	30th	31st
Phase I	8-9 Sep 1966	29-30 Sep 1966	15-16 Dec 1966
Phase II	5-14 Oct 1966	11-20 Jan 1967	23 Feb-4 Mar 1967
Phase III	5-6 Jan 1967	16-17 Mar 1967	18-19 May 1967

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STATISTICAL METHODS FOR FEDERAL EXECUTIVES
3 - 28 October 1966 Mondays, Wednesdays, Fridays
6 - 31 March 1967 9:30 - 11:30 a.m.

A course for nonstatistician executives at GS-13 level or above who need a grasp of fundamental concepts and a general understanding of the more sophisticated applications of statistical methods, especially as applicable in government. Cost: $100.

AUTOMATIC DATA PROCESSING FOR FEDERAL EXECUTIVES
3 - 31 October 1966 Mondays, Wednesdays, Fridays
3 - 31 March 1967 1:30 - 3:30 p.m.

Thirteen seminar sessions are designed to enable the participant to understand the history and growth of ADP, explain in a nontechnical manner the logic employed in ADP systems, understand the management considerations involved in planning and managing ADP systems, and be familiar with representative equipment. Cost: $144.50.

POWER SYSTEMS ENGINEERING
8 September 1966 - 11 May 1967 Thursday 6-8:30 p.m.

This two-semester course is to introduce engineers to the latest developments in the field of power systems engineering and operations. It is open to graduate engineers. It is of interest to electrical, mechanical, and civil engineers as well as key management personnel responsible for power systems operations. Cost: $225.

SCIENCE INFORMATION AND COMMUNICATION
5 - 9 December 9 a.m. - 5 p.m.

Participants are introduced in this one-week course to the principles and practices of organizing and disseminating scientific and technical information. They are provided with an understanding of how to acquire such information through the use of modern information services, including mechanized document retrieval systems. Applicants should be working scientists and engineers, or their supervisors, in grade GS-13 or above. Cost: $135.

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FEDERAL CONTRACT NEGOTIATION INSTITUTE

1966:	26-30 September	Mondays
	24-28 October	through
1967:	27 February - 3 March	Fridays
	15-19 May	9 a.m. -5 p.m.

Topics covered during this institute are techniques and procedures in negotiation, human factors in negotiation, legal requirements and administrative policy in negotiation, and contract award and administration. Nominees should be in grade GS-9 or above. Cost: $115.

READING IMPROVEMENT PROGRAM

1966:	23 August-13 October	Tuesdays & Thursdays
	25 October-20 December	Section A: 9:30-11 a.m.
1967:	10 January-2 March	Section B: 11 a.m.-
	14 March-4 May	12:30 p.m.
		Section C: 1:30-3 p.m.

This course incorporates the latest and most advanced techniques for developing the maximum potential of each learner. Instruction is oriented toward on-the-job reading of Federal employees. Students may enroll in any one of the three sections. Open to all Federal employees GS-5 through GS-18. Cost: $55.

COMPUTERS: A FOUR-PART COURSE IN PROGRAMING

10 October-16 January 1967	One-and-a-half hour
14 March-1 June 1967	sessions. Tuesdays
	and Thursdays.

Section A: 1-2:30 p.m.
Section B: 2:30-4 p.m.
Section C: 4-5:30 p.m.

This is a programed instruction course which introduces the beginner to digital computer concepts and programing techniques. The student is expected to learn in detail the fundamental programing function and processes. The student works on his own between consultation sessions with a special instructor. Cost: $95.

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BROOKINGS INSTITUTION CONFERENCES

The Brookings Institution has announced the schedule of its two series of conferences concerned with "Executive Leadership in Democratic Government." Both series will be held at Williamsburg, Virginia. The one-week conferences for scientists, administrators of scientific activities, and engineers are to be held: 13 - 18 November 1966, 11 - 16 December 1966, and 7 - 12 May 1967; cost: $325. The two-week conferences for administrative and program officers are to be held: 2 - 14 October 1966, 15 - 27 January 1967, and 19 February - 3 March 1967; cost: $650. The Training Selection Board must act on participation in these conferences. (Additional information appears on PP 27 and 29-30.)

CEIR SEMINARS

ADVANCED PROJECT PLANNING AND CONTROL SYSTEMS
29 June - 1 July International Inn, Washington, D. C.

An advanced seminar for all levels of technical and administrative management with project planning and control responsibilities. The major subject is the development, dissemination, and utilization of appropriate project information. The manager's role and management techniques are covered. Cost: $195 for first student, $175 for each additional.

COMPUTER OPERATIONS MANAGEMENT
13 - 15 July Executive House, Washington, D. C.

This seminar deals with the basic concepts of computer center organization and operations. Two days are devoted to management of center operations and the third to management of data processing personnel. It is intended for computer center managers and those preparing themselves for center management. Cost: $195 for first student, $175 for each additional.

SOCIETY FOR ADVANCEMENT OF MANAGEMENT

ADVANCED MANAGEMENT COURSE
October 1966 - May or June 1967
Washington, D. C.
One day a week, alternate weeks, 7 - 10 p.m., in conjunction with dinner.

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The objective of the course is to improve the capacity of top-level managers to understand better the nature of the decisions that are required of them inside and outside the organization. There are course materials, but primary emphasis is on free and open discussions among participants to stimulate an interchange of ideas to contribute to the total knowledge of the group. Each group is limited to between 11 and 17 participants--top managers in small firms, functional heads or plant managers of large firms, staff officers who influence policy decisions. Cost: $500, plus $90 for meals.

AMA SEMINARS

The catalog listing the dates of the American Management Association's workshop and orientation seminars through October 1966 is on file in the office of the Registrar, OTR. A variety of seminars are offered under the following general classifications: Administrative Services, Business Information Systems, Computer Applications and Computer Management, Defense Industry Management, Finance, General Management, Insurance, International Management, Manufacturing, Marketing, Packaging, Personnel, Purchasing, and Research and Development. The catalog contains information on content, dates, and sites of some 500 different seminars. The Agency holds a membership in AMA and OTR may therefore enroll employees at reduced rates. Additional information may be had by contacting AIB/RS/OTR, extension [redacted]

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Nine-tenths of the serious controversies which arise in life result from misunderstandings, result from one man not knowing the facts which to the other man seem important, or otherwise failing to appreciate his point of view.

Louis D. Brandeis

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Directory of Training Officers

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SENIOR TRAINING OFFICERS

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	O/DCI	[redacted]	7E-07
	DDI		2E-52
	DDP		3C-29
	DDS&T		6E-68
	DDS		GB-37
		TRA	
DCI	O/IG		
	Inspection Staff		7D-49
	Audit Staff		1201 Key
	General Counsel		7D-07
	Cable Secretariat		1A-53
	O/PPB		6E-08
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DDI	O/DDI		2E-52
	CGS		7F-35
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			4F-19

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DDI (cont)	OCI	[redacted]	6G-29
	OBI		4F-28
STATSPEC	DCS		902 Key
	NPIC		1004 Key
			[redacted]
DDS	Administration		GB-37
	Communications		GD-09
	Finance		1211 Key
	Logistics		1215 D Ames
	Medical		1D-4044
	Personnel		5E-56
	Security		4E-71
	Training		839, 1000 Glebe
DDS&T	OCS		GD-0404
	OEL, ORD, & FMSAC		6E-68
	OSA		5B-2806
	OSI		6F-24

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Office of Training

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	Deputy Director of Training	[redacted]	Rm 819, Glebe
SCHOOLS	Intelligence		Rm 711, Glebe
	Language Training		2107 Washington Bldg Annex, Arl Towers
	Operations		Rm 620, Glebe
	International Communism		Rm 639, Glebe
	Support		Rm 632, Glebe
STAFFS	Career Training Program		Rm 743, Glebe
	Plans and Policy		Rm 807, Glebe
	Registrar		Rm 839, Glebe
	Deputy Registrar		Rm 839, Glebe
	Adm, Info, Records		Rm 832, Glebe
	External Training		Rm 835, Glebe
	Support		Rm 820, Glebe

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